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May 11, 1951

*on 16 June I discussed your assessment T/O with Matt Board. He will discuss with us later.*

The establishment of a Division of Psychology in the Office of the Director of Training was requested under date of 8 March 1951. One branch of this proposed Division would be the Aptitude Appraisal Branch, embracing a Field Testing Team, Hqs. Testing Team, and an Assessment Team. Apparently approval has not yet been given for the establishment of this Division, the exact status of the matter at present being unknown. It is possible that approval may not be given.

In studying the memorandum of 10 May 1951, presenting to the Director of Training the needs for psychological personnel in connection with the Assessment Program for college graduate Candidate Trainees, the question arises as to whether it may not be a little excess as to grades, and to some extent as to positions, the result of approving which would be to approve more of the organization requested in the 8 March memorandum than would be equivalent merely to the Assessment Team of the Aptitude Appraisal Branch. This probably would depend on what action is planned regarding setting up the Division of Psychology.

To illustrate what is meant by the above:

(1) The O/TR Hq. Staff compares exactly with the Office of Chief, Division of Psychology, except for the omission of a Deputy Chief of Division (GS-14), i.e.,

Chief	GS-15
Admin. Asst.	9
Secretary-steno	7

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(2) The positions shown on the Assessment Team currently requested would seem to have counterparts as follows:

Senior Psychologist	- GS-14 -	Senior Psychol: Chief, Apt. App. Br. -or- Deputy Chief, Div. of Psychology
Psychologist	- GS-13 -	Psychologist, Assessment Team (2 listed before)
Sitn. Testing Asst. (Jr. Psychologist)	- GS-12 -	Jr. Psychologist & Situation Testing Asst., Assessment Team
Test Administrator	- GS-7 -	The only place this title appears is in the Field Testing Team and the Hq. Testing Team, as Jr. Psychologist & Test Administrator (GS-12)
Statistical Asst.	- GS-7 -	Both Field Testing Team and Hq. Testing Team have such position listed, but none is listed for Assessment Team.
Stenographer (2)	- GS-5 -	Assessment Team had one Steno, GS-5, and one Scoring Asst., GS-5. These probably correspond to the 2 stenos since 1 steno was considered able to service 2 senior and 1 junior psycholo- gists before according to the T/O requested.

It is interesting to note that on the T/O currently in effect for the Training Division, Office of the Deputy for Assessment and Evaluation, the following position titles and grades are shown:

Deputy, Assessment & Evaluation	GS-15
Chief, Psychological Assessment Branch	14
Senior Psychologist	13
Psychologist	12
Junior Psychologist	11

In the requested T/O for the Assessment Unit of the Office of Training, the Senior Psychologist would be a GS-14, the Psychologist a GS-13, and the

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In this regard, see memorandum of 3 April 1950 from Chief, Assessment Staff, TRD, to TRD Policy Committee, strongly urging the raising of ratings for psychologists in order to attract highly qualified persons, who otherwise would not consider appointment. At that time, according to the memorandum, [ ] had not approved the request for grade 14 for senior psychologists and 12 for junior psychologists, approving grades 13 and 11 respectively instead.

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Regarding the case potential per psychologist, the following may be noted:

(1) Survey report dated 21 September 1950 included the following:

"In a memorandum prepared for the Office of Policy Coordination in January 1949, the Chief of the Assessment Unit indicated that one psychologist could assess five senior official candidates per week or 10 junior candidates per week or 20 clerical candidates per week. Assuming that all assessment candidates are senior officials, which they are not, it would follow that a staff of six psychologists could assess 30 candidates per week. However, in a memorandum to the Chief, Training Division, dated 27 June 1950, it was indicated that a staff of six psychologists "could handle a maximum of 16 cases per week, assuming that all members of the staff are on duty".

(2) However, a more recent estimate and possibly more valid estimate of case potential per psychologist is <sup>2</sup> found in a memorandum of 10 October 1950 from the Chief of the TRD to ADSO, ADPC and Chief, Management Branch. It follows:

"What are the individual capacities of psychologists in the conduct of an assessment case?

"Senior psychologist - it requires two days to conduct an intensive assessment. A senior psychologist can

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handle two cases at a time. He should, however have a day between assessment days for the completion of his report and for the study of future cases. Therefore, a senior psychologist is capable of conducting four intensive assessment cases per week.

A covert assessment case requires two days and is conducted on an individual basis. Therefore, a senior psychologist is capable of conducting only two such cases per week.

"Junior psychologist - their productivity is hard to analyze because their presence would increase the production of the senior psychologist, that is, by having a junior psychologist working with a senior psychologist, it would be possible for this team to complete six intensive assessments per week; therefore, for purposes of analysis, it may be said that a junior psychologist could handle approximately two assessment cases per week. Such personnel would also be utilized for test construction and in handling screening type assessments."

(NB- It is presumed that the intensive assessment referred to by the TRD would correspond pretty closely to the assessment contemplated for the college graduate candidate trainees. A description of the TRD "intensive assessment" is quoted from the same memorandum --

"Intensive (assessment) - requires two full days and involves putting the candidate through a series of written and oral tests, situation tests, problems and interviews. The tests, situations and problems utilized in analyzing the individual are determined by his proposed assignment and based upon the specific requirements outlined in the assessment request form prepared by the requesting division. Upon the completion of the assessment a detailed report is prepared showing the individual's test results and a compilation of his traits and character as analyzed by the psychologists participating in the assessment.")

Accepting this last estimate of 10 October 1950 and applying it to the estimated workload in connection with candidate trainees and the requested T/O, the following may be noted:

(1) The senior psychologist and psychologist, working at the rate of 4 cases per week each, or a total of 8 per week, would require only 40 weeks to complete the estimated yearly total of 320 cases.

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(a ) Allowing 26 days (5 weeks) annual leave and 1 week's sick leave, there would still be 6 weeks remaining in the year.

(b) This computation ignores the contribution of the junior psychologist who, according to the information noted above, probably could, by his assistance to the other psychologists, increase the number of weekly cases by at least 2, possibly by more. If this reasoning is valid, there would be at least 10 cases processed per week, which would mean 32 weeks to process the 320 cases.

*Add 6 weeks leave  
and there would remain  
14 weeks.*

(c) Also ignored is any contribution the Chief of the O/TR Staff might make to the actual assessment.

The above considerations, whatever their validity, do not, however, refute the apparent accuracy of the estimate in the 10 May memo that an assessment psychologist can process approximately 4 cases per week, providing requisite secretarial, situation-testing and scoring assistance is available; but the yearly total of 160 seems low.

Offhand, unless the other requested branches of the proposed Division of Psychology are approved, there would seem to be little need at the present time for an Administrative Assistant, GS-9, in the office of the Chief. The Secretary-steno should be able to handle required administrative details, assisted perhaps by the stenographers.

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- or - if the Admin. Asst. is retained, perhaps the GS-7 Statistical Assistant's duties could be combined with those of the former -

- or - there might be a possibility of combining the Admin. Asst. and the Test Administrator positions. (See position description in TRD memo 12 April 1950.)

Possibly scoring done by Statistical Asst. According to TRD job sheet for this position, should be able to administer tests, also must be excellent stenographer.

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Survey dated 21 September 1950 recommended following T/O for

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[ ] TRD, for an average weekly workload of 25 semi-covert cases  
and 5 covert cases requiring outside assessment - -

1 Chief	GS-15/14
1 Psychologist	14/13
5 Psychologists	13/12
1 Statistical Analyst	7
1 Test Administrator	7
1 Admin. Asst.	7
1 Scoring Asst.	5
1 Secretary	5
1 Clerk-steno	4
<u>13</u>	

The present request for the [ ] O/TR, for an estimated  
workload of 6 - 7 assessment cases per week is as follows:

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1 Chief	GS-15
1 Admin. Asst.	9
1 Secretary-steno	7
1 Senior Psychologist	14
1 Psychologist	13
1 Situation Testing Asst. (Jr. Psychologist)	12
1 Test Administrator	7
1 Statistical Asst.	7
2 Stenographers	5

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